

LA-BIA-33-85

75B/24-5/2

10/10/10

THE



**THE UNIVERSITY OF CHICAGO PRESS**

Figure 1

三、

ACCOUNTING/FINANCE

Deficiencies in accounting and finance systems in BIA and tribal organizations have been noted in 153 audit reports since 1967. The problems noted during these reviews were:

<u>Problems Noted</u>	<u>Number of Times Noted</u>
1. Indirect cost rate improperly computed or applied.	14
2. Imprest funds not properly maintained or monitored.	24
3. Letters-of-credit and other contract advances not properly controlled.	29
4. Program costs improperly recorded or supported.	128
5. Receipts inadequately controlled.	31
6. Debt collection or procedures inadequate.	16
7. Reconciliation of accounting records inadequate.	58
8. Financial reports inaccurate or incomplete.	17

FACTORS IN BIA MANAGEMENT CONTRIBUTING TO THE PROBLEMS IDENTIFIED IN THIS REPORT

1. Little long range planning or identification of specific goals and objectives.
2. Sprawling size of the BIA coupled with the lack of clearly defined lines of authority.
3. Mixture of program and administrative responsibilities at field offices.
4. Poor communication between BIA organizational levels and between BIA and tribes.
5. Lack of program performance standards.
6. Lack of management information necessary to measure program effectiveness.
7. Lack of enforcement and followup on management directives.
8. No penalty for poor performance.
9. Lack of qualified personnel.
10. Dual responsibility of BIA as an advocate of Indian programs and also as a monitor of Federal funds.